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COMMITMENT AND EMPLOYEE LOYALTY

A b s t r a c t : Employee loyalty is a key value for the organization. Having loyal employees reduces turnover and improves the company's competitiveness. Employee commitment is one of the key elements of the concept of loyalty. Commitment and loyalty are concepts that occur together. An increase in commitment will stimulate an increase in loyalty and vice versa. The purpose of the publication is to determine the relationship between the concepts of employee commitment and loyalty. Literature studies are the research method used in this text.

Key words : employee loyalty, commitment, organization

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INTRODUCTION

Employee loyalty is a key value for the organization. A loyal employee is consistent in his actions. Its effectiveness and commitment to performed tasks are high. This commitment is therefore a key element of the concept of loyalty. Depending on the employee, three main types of commitment can be distinguished: affective, normative and duration. However, from the point of view of organizational benefits, organizational commitment is the most important. Commitment and loyalty are concepts that occur together. An increase in commitment will stimulate an increase in loyalty and vice versa. The purpose of the publication is to determine the relationship between the concepts of employee commitment and loyalty. Literature studies are the research method used in this text.

1. EMPLOYEE COMMITMENT

Employee commitment is one of the key factors affecting the success of an organization. The literature clearly indicates various definitions of the concept of

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commitment. It can be understood as part of a person's emotions, especially in the context of identifying with the organization. In other terms, commitment may indicate an individual's enthusiastic approach to work [Kupczyk, Pietrakowski, 2018, p. 109]. There are three types of commitment: affective commitment, duration commitment and normative commitment (Table 1) [Amjad, 2018, p. 58].

Table 1 Types of employee commitment

Affective commitment	Duration commitment	Normative commitment
It is associated with the emotions that the employee shows towards the organization. Describes the type of bond that forms between these two entities. The level of affective commitment gives the opportunity to assess the level of employee identification with a given enterprise. An employee who has this type of commitment is satisfied with his job (work is not a compulsion).	This type is shown by employees who do their work due to their needs or cannot leave the organization (forced labor). This attitude of the employee is due to concerns related to changing jobs, e.g. loss of certain economic benefits. An employee showing this type of commitment does not have good relations with colleagues, and the quality of his work is lower.	This commitment is shaped mainly by the norms found in a given society. In addition, the employee feels that the work done is his duty. He thinks he should have a special level of loyalty. A person with this type of commitment believes that it is appropriate to follow moral principles, therefore, the so-called obligation to continue employment.

Source: own study based on: D. Smarżewska, *Zarządzanie zaangażowaniem pracowników jako nowa koncepcja zarządzania*, „Akademia Zarządzania” 2018, vol. 2, issue 4, s. 32. (29-39).

Organizational commitment is another type of commitment. Organizational commitment arises when an employee is willing to share values with the organization and all its stakeholders [Urbancova, Vnoucekova, 2018, p. 805]. Its components are commitment to work, commitment to the profession or social environment of the individual [Samul, 2015, p. 189]. J. M. Moczydłowska proposes a three-component model of organizational commitment. This model assumes the occurrence of three aspects: emotional (indicating the feelings of the individual related to participation in a given organization), rational (describing the level of understanding for e.g. the goals of the organization) and behavioral (referring to demonstrating additional effort for the organization) [Moczydłowska, 2013, p. 163].

Building commitment and its measurement is a big challenge for the organization. There are a number of factors that affect its level. They can be divided into three main groups. The first is the factors related to the employee (sex, age, competences, life situation, etc.). Another is the factors that are directly related to work (nature of work / tasks, development opportunity). The last group consists of organizational and situational factors (identification with organizational culture, relations between employees) [Smarżewska, 2019, pp. 34-35]. The essence of commitment management boils down to the following assumptions [Borkowska, 2014, pp. 10-11]:

- employee commitment affects their level of identification with the employing unit;
- commitment reduces employee turnover;
- commitment contributes to a positive impact on interpersonal relations;
- employees with an engaged attitude are more efficient and the quality of their work is higher;
- engaged employees experience greater satisfaction with their work and are more often appreciated.

One of the first institutions conducting research on commitment was the Gallup Institute. They show that there is a strong relationship between the employee's personal commitment and the organization's goals. The Gallup Institute research also shows that the more employees were involved, the lower their absence from work, the greater customer loyalty and the higher productivity of individual respondents [Lochnicka, 2015, p. 322].

Table 2 Factors affecting the level of commitment developed by the Gallup Institute

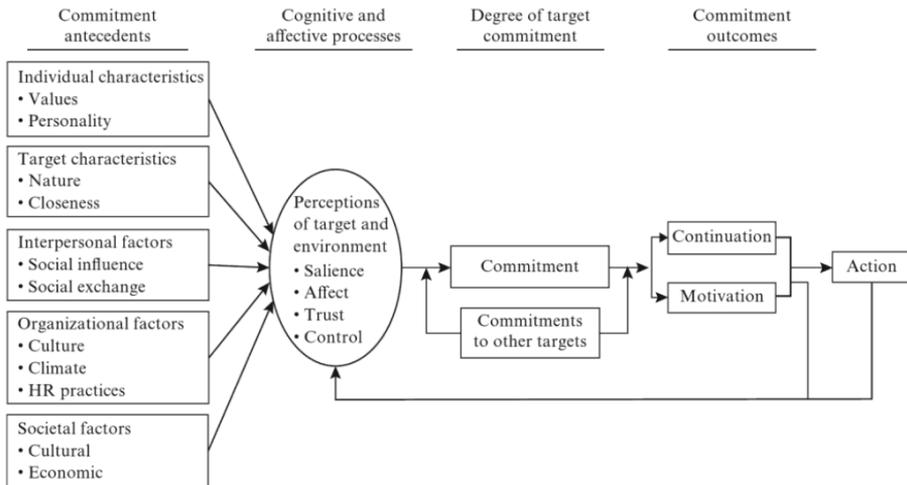
Name of the factor	Description
Q01 - Employer expectations	Employees of an organization are aware of their responsibilities and what is required of them.
Q02 - Access to materials and equipment	It enables and facilitates employees to perform their daily duties correctly.
Q03 - Doing what you are at your best	The employee is delegated to these tasks, the implementation of which has the appropriate training and competence. These tasks must, as far as possible, allow the employee to use his knowledge and individual possibilities.
Q04 - Appreciating employees	Managers create an incentive system and a remuneration system that is adequate to the results achieved by the employee. Employees are also rewarded with praise for good results.
Q05 - Creating a sense of dependence on an employee	Employees should feel that the manager believes that each of them is important to him. Not only in the sense of the job, but also as people.
Q06 - Encouraging development	The manager should actively motivate and encourage his subordinates to continuous improvement and personal development.
Q07 - The employee can give his opinion	The possibility of speaking on a given issue and listening to an employee, as well as taking into account their opinions, gives the employee a sense of the importance of his work for the organization.
Q08 - Organization's mission and goals	The manager should familiarize employees with the goals and objectives of the organization.
Q09 - Co-workers care about quality	There should be a sense of mutual concern between employees for the quality of work carried out in the company.
Q10 - Relationships between employees	The more friendly the atmosphere in a given organization is, the higher the level of both communication and trust between its members will be.
Q11 - Consulting with a manager	Managers should not only supervise the performance of duties, but also talk to employees about other aspects, such as: achievements, goals, progress in the work performed.

Q12 - Training and development	Ensuring permanent development of employees should be closely related to their needs resulting from their position in a given organization (taking into account the overall benefits that the entire organization will achieve).
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Source: own study based on: T. Kupczyk, P. Pietrakowski, Czynniki zaangażowania pracowników jako determinanty zmian w zarządzaniu zasobami ludzkimi, „Przedsiębiorczość i Zarządzanie” 2018, t.19, z. 10, cz. 3, p. 112-113. (107-123)

One of the models describing the concept of commitment is the Klein model. This model indicates that commitment affects the lack of resignation from achieving specific goals of a given commitment. According to the presented model, Klein distinguishes four direct indicators of commitment: materiality, positive impact, trust and noticeable control (Figure 1). In turn, these determinants will be conditioned by the appearance of certain factors and characteristics in the past. The model also describes the relationship between a person’s commitment and motivation. A high level of commitment has a positive effect on motivation. By drawing the appropriate conclusions, you can take specific actions to build a level of commitment [Meyer, 2016, p. 17].

Figure 1 Klein’s commitment model



Source: J.P. Meyer, Handbook of Employee Commitment, Elgar Publishing, 2016, p. 17.

2. EMPLOYEE LOYALTY

The word loyal comes from the Latin language, which means compliance with the law [Smarżewska, 2018, p. 184]. The literature on the subject indicates many of its definitions. There is no agreement as to one conventional form of defining loyalty [Powers, 2000, p. 4; Rosanas, Velilla, 2003, p. 50]. The report prepared by the TINYpulse group indicates that 43% of the surveyed employees

expressed a desire to change jobs. This situation may result from the low level of loyalty of respondents [TINYpulse, 2019, p. 3]. Having employees whose loyalty level is high affects the success that an organization can achieve. Loyal employees are the company's main drive. Thanks to them, developing an appropriate competitive advantage becomes easier [Konieczko, 2012, p. 46].

Table 3 Selected definitions of employee loyalty

Author / Source	Definition of employee loyalty
L. Wu, I.J. Norman	Loyalty is the relative strength of identifying an individual with a particular organization and engaging in it.
K.N. Perira	Loyalty is the dedication of an organization that is based on the relationship between the employee and the organization or is shaped by the organization.
O. Wan Manzah, J. Kamaruzaman, H. Harniyati	Employee loyalty is understood as a kind of affective commitment, which means the employee's aspiration to continue relations with a specific employer, because he or she feels pleasure and satisfaction with the work performed.
R. Gill	Employee loyalty is expressed in the commitment of employees to the success of the organization and the belief that working for this organization is the best option for employees
J.M. Elegido	Employee loyalty is defined as conscious action in the best interest of the employer, even at the expense of their own interest. Therefore, it applies to activities that go beyond legal and ethical obligations.
A. Iqbal, M. Sajid Tufail, R. Nawaz Lodhi	Employee loyalty is the commitment of employees to the success of the organization, while work for the organization is the best option from the employee's point of view.
J. Olah, A. Bai, G. Karmazin, P. Balogh, J. Popp	A loyal employee is able to identify with the goals, mission and vision of the organization, has confidence in the employer.

Source: own study based on: A. Turkyilmaz, G. Akman, C. Ozkan, Z. Patuszak, Empirical study of public sector employee loyalty and satisfaction, „Industrial Management & Data Systems” 2011, vol. 111, no. 5, p. 682; M. Kot-Radojewska, I. V. Timenko, Employee loyalty to the organization in the context of the form of employment, „Oeconomia Copernicana” 2018, vol. 9, issue 3, p. 514-515; (1-14); A. Iqbal, M. Sajid Tufail, R. Nawaz Lodhi, Employee loyalty and organizational commitment in Pakistan organizations, „Global Journal Of Human Resource Management 2015, vol. 1(3), p. 1-2; O. Wan Manzah, J. Kamaruzaman, H. Harniyati, Employee motivation and its impact on employee loyalty, „World Applied Sciences Journal” 2010, vol. 8(7), p. 871.

A. Lipka et al. Provide another definition of loyalty. “Loyalty is the likelihood of an employee continuing with more or less emotional commitment to work in an organization - irrespective of its possible temporary loss of image on the labor market, permanent and positive feelings - because of its own value or the good of other people employed in the organization or due to the lack of other options or high costs of changing employers “[Lipka et al., 2012, p. 16]. The presented definitions show that the main components of the concept of loyalty are commitment, identification with the organization, acting in the interest of the employer, trust in the superior and the organization.

Employee loyalty to the organization can manifest itself on two levels. The first of them is associated with an emotional approach to the organization. With the increase of employee satisfaction with the workplace, there is a probability of an increase in his commitment [Rajput et al., 2016, p. 2]. The second level is the behavioral aspect of loyalty. The greater the employee's affection and attachment to the organization, the greater will be the number of loyal behavior. These behaviors can help improve productivity, increase efficiency, and focus on key aspects of the organization [Rajput et al., 2016, p. 2].

3. COMMITMENT AS A COMPONENT OF LOYALTY

The concept of loyalty is understood as a set of certain attitudes of behavior that manifest themselves in their commitment [Świątek-Barylska, 2016, p. 81]. Employees with a high level of commitment are also highly loyal. Thanks to this, they are more willing to perform the tasks entrusted to them. Their performance level and the need for personal development is also increasing [Urbancova, Vnouckowa, 2018, p. 805]. The relationship between employee commitment and level of their loyalty clearly indicates the types of employee loyalty. Depending on the type of loyalty, employee commitment can be positive or negative (Table 4).

Table 4 Type of loyalty and employee commitment

Loyalty Type	Positive commitment	Positive commitment
Loyalty involved	Occurs	Absent
Partner loyalty	Occurs	Absent
Forced loyalty (unacceptable)	Absent	Occurs
Forced loyalty (helpless)	Absent	Occurs
Understanding loyalty	Absent	Occurs
Conditional loyalty	Absent	Occurs

Source: own study based on: D. Siemieniako, W. Urban, *Typy lojalnych klientów na podstawie cech więzi lojalności*, „Marketing i Rynek” 2006, no. 1, p. 9-12.

The types of loyalty presented clearly indicate its relationship with the concept of commitment. In addition, A. Lipka et al. they mention commitment (along with trust and habits) as the main determinant of the concept of loyalty [Lipka et al., 2012, pp. 20-24]. The higher the employee's loyalty, the more he gets involved in his tasks [Świątek-Barylska, 2012, p. 75]. Building the loyalty of contemporary employees is mainly based on organizational commitment and strengthening of processes related to employee identification with the enterprise [Świątek-Barylska, 2016, p. 83]. B. Mydłowska indicates that ensuring proper employee commitment is an instrument of building loyalty [Mydłowska, 2019, p. 62].

Affective commitment seems to be particularly important for modern organizations. This type of commitment strongly affects the process of identifying an employee with the organization. The presence of affective commitment

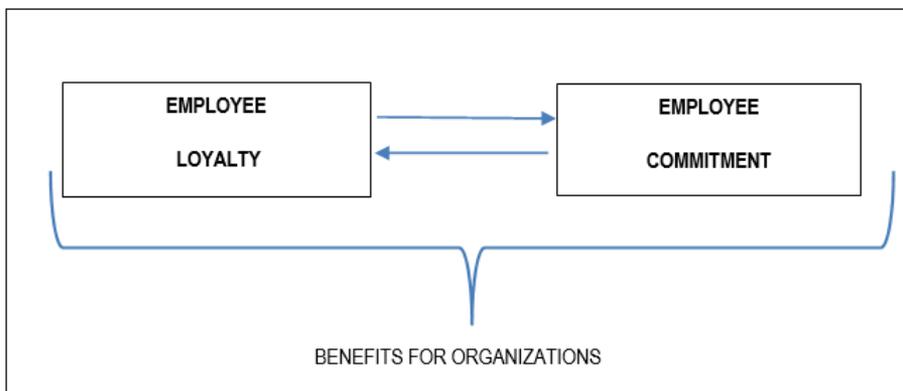
among employees also stimulates their loyalty. Affective commitment is based on the creation of bonds between the employee and the organization. Therefore, the better the quality of these bonds will be, the greater the employee's sense of satisfaction and, similarly, his loyalty [Wojtczuk-Turek, p. 23, 2010].

S. Cook proposes a four-component model of employee commitment. It stands out: employee well-being, providing access to information and a sense of justice. It should be noted that these factors will not only build employee commitment, but will also bring benefits to the organization. The assumption is that this model is to increase employee confidence and respect. This in turn will be a direct predictor affecting employee loyalty [Łochnicka, 2015, p. 323].

SUMMARY

The search for success in modern organizations is mainly based on developing the right strategy. This strategy should not only concern goals or plans, but also human capital [Mydłowska, 2019, p. 60]. Employee loyalty is of great importance in modern management. An employee with high loyalty wants to stay in a given organization, identifies with its values and goals [Mydłowska, 2019, p. 60]. The concept of loyalty consists of many factors. The main component of this concept is employee commitment. Commitment research is helpful in determining types of employee loyalty [Siemieniako, Urban, 2006, p. 9], quality of performed tasks [Świątek-Barylska, 2012, p. 75].

Figure 2 The relationship between employee commitment and loyalty.



Source: own study

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